

# Agents of Change: How Individuals Succeeded in Helping Their Organizations Achieve Climate Goals

Monday, April 28, 2014

## Presented by:

Melissa Klein, Communications Director, Center for Corporate Climate Leadership, U.S. EPA  
Daniel Kreeger – Executive Director, Association of Climate Change Officers

## Guest Speakers:

Wendell Brase, Vice Chancellor for Administrative & Business Services, University of California, Irvine  
Jay M. Dietrich, P.E., Distinguished Engineer: Energy and Climate Stewardship, IBM  
Sam Brooks, Associate Director, D.C. Department of General Services

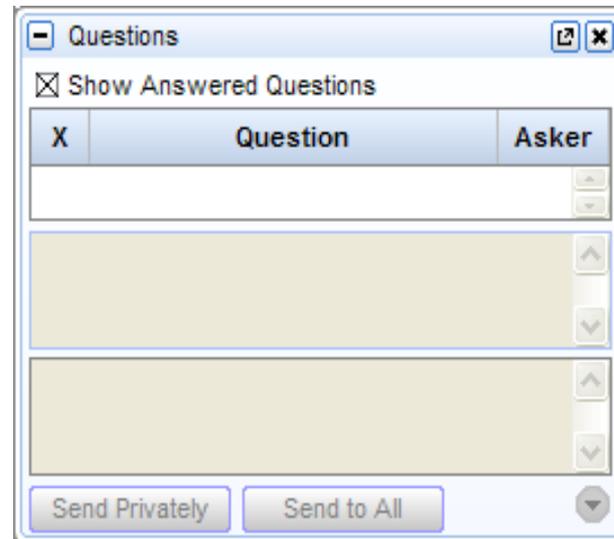


# Webinar Agenda

- Introduction and webinar logistics
- Three 2014 Climate Leadership Award winners will discuss ways they worked within their organizations to advance GHG reduction strategies and overcome obstacles to reach their climate objectives.
- Guest Speakers:
  - Wendell Brase, Vice Chancellor for Administrative & Business Services, UC, Irvine
  - Jay M. Dietrich, P.E., Distinguished Engineer: Energy and Climate Stewardship, IBM
  - Sam Brooks, Associate Director, D.C. Department of General Services
- Q&A
- Post-webinar survey

# Webinar Logistics

- Attendees are muted to reduce background noise.
- Submit questions and comments in writing via the online control panel. →→ →
- To minimize or maximize the control panel, click on the button at the top left of the tool bar.
- Post-webinar survey on this webinar and topics for future webinars.
- Today's presentations are available at:  
<http://www.epa.gov/climateleadership/events>





# About the Center

- A resource launched in 2012 to support organizations of all sizes in measuring and managing GHG emissions.
- Provide technical tools, ground-tested guidance, educational resources, and opportunities for information sharing (e.g., Webinars) and a platform for peer exchange.
- Promote practices and innovative approaches drawing upon the successes of Climate Leadership Award recipients and former Climate Leaders partners.
- Support the implementation of E.O. 13514.

# About the Center

## Climate Leadership Awards

- Co-sponsor Awards with the Association of Climate Change Officers, the Center for Climate and Energy Solutions (C2ES), and The Climate Registry.
- Awards recognize exemplary corporate, organizational, and individual leadership in addressing climate change.

[www.epa.gov/climateleadership/awards](http://www.epa.gov/climateleadership/awards)

EPA is also the headline sponsor for the Climate Leadership Conference.





# What is Climate Leadership?

- EPA and its Climate Leadership Awards program co-sponsors are focused on this important topic.
- We strive to identify and highlighting the best practices for climate action – including GHG mitigation, resilience, and climate adaptation.
- The practices that we will discuss today are examples of climate leadership.

# Climate Action through Agents of Change

Daniel Kreeger

Executive Director  
Association of Climate Change Officers

# Climate Change: The Ultimate Design Challenge

- We can model for climate impacts and scenarios
- All meaningful mitigation and adaptation activities require innovation, entrepreneurship, persistence, patience, collaboration and change
- Defining, developing and supporting the functions, resources and communities necessary for effective organizational leadership in addressing climate-related risks and opportunities → this is our charge
- Climate leaders are agents of change → reinventing our systems, thinking and operations

# Core Competencies for Successful Climate Action

## Foundational Knowledge and Skills

- Science literacy
- Environmental and economic literacy
- Understanding of the policy landscape
- Management acumen

## Organizational Knowledge and Experience

- Strategic Planning
- Decision-Making
- Compliance and Enterprise Risk Management
- Asset Management
- Value and Supply Chains
- Communications and Corporate Social Responsibility
- Governance

## Strategic Execution

- Enterprise Risk Mitigation
- Supporting Change within the Organization
- Stakeholder Engagement & Communication
- Reaching Beyond the Organization

<http://Competencies.ACOnline.org>

# Spectrum of Climate Action



# Importance of Recognizing Leadership

- Cloud cover / peer pressure
- Solutions and practices that can be replicated
- Provide role models for current **and** aspiring practitioners
- Sharing invaluable experience that enables smoother experience for later adopted
- EPA Climate Leadership Awards program has recognized scores of organizational and individual leaders driving an incredibly broad range of climate action initiatives across sectors

# Thank You

- My Coordinates

[dkreeger@ACCOonline.org](mailto:dkreeger@ACCOonline.org)

- Learn more about ACCO at:

[www.ACCOonline.org](http://www.ACCOonline.org)



# In Pursuit of Carbon Neutrality

Wendell C. Brase

Chair, UC Climate Solutions Steering Group

Vice Chancellor, Administrative & Business Services, UC Irvine

# Why do some institutions reach a plateau while others move forward?

- **Senior management and governing board commitment**



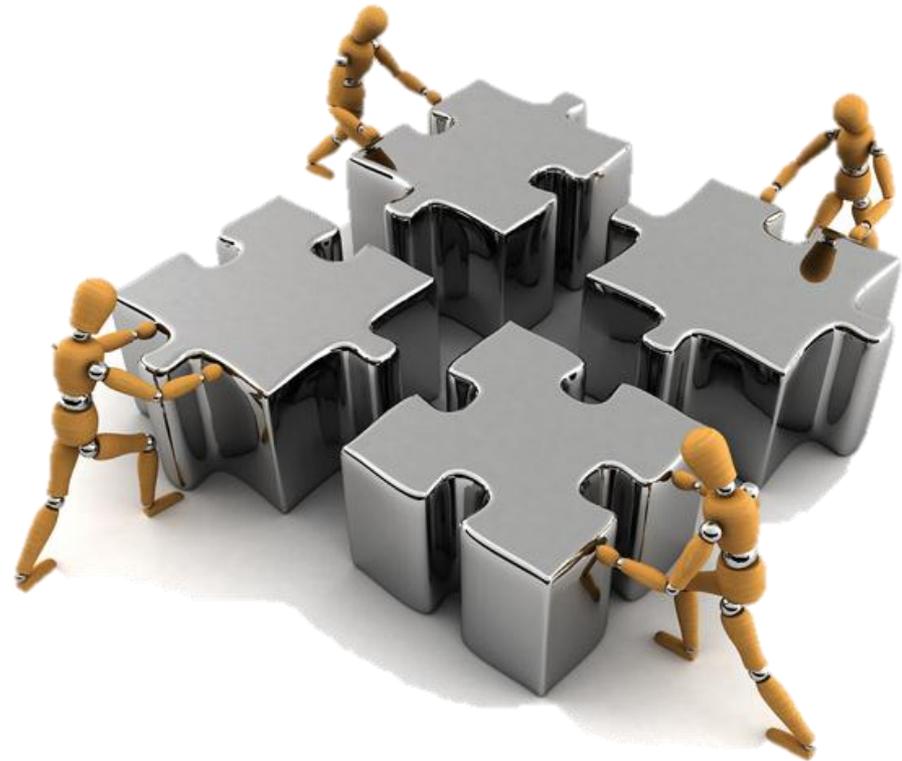


**November 2013**

UC President Janet Napolitano announces that UC will achieve carbon neutrality by 2025.

# Why do some institutions reach a plateau while others move forward?

- Senior management and governing board commitment
- **Carbon Policy Goals**
  - Overall
  - Milestones
  - Quantified



# The University of California Commitment



**2007:** All 10 UC campuses sign ACUPCC

**By 2014:** Reduce greenhouse gas emissions to year 2000 levels

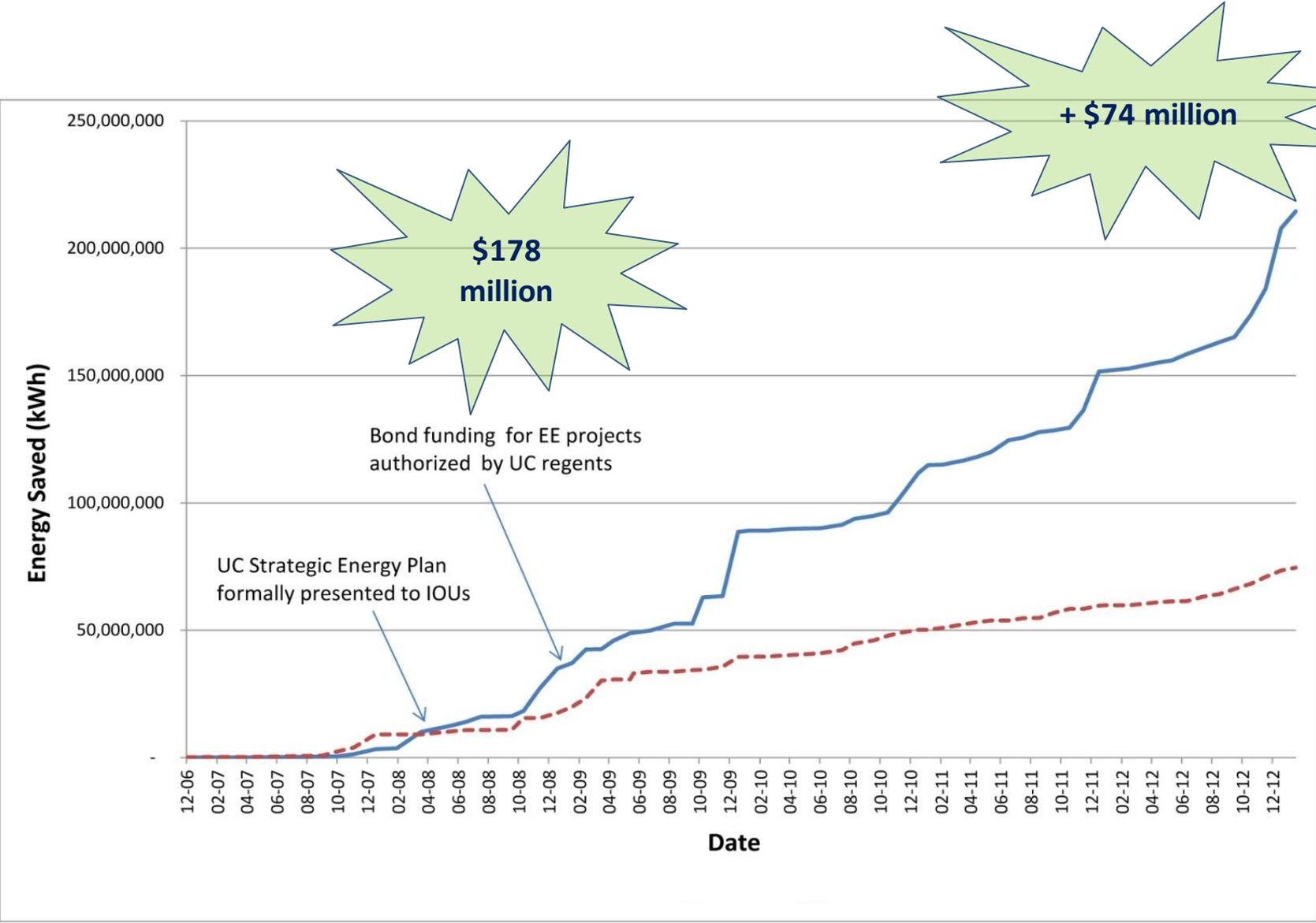
**By 2020:** Reduce GHG emissions to 1990 levels

**By 2025:** Achieve climate neutrality

# Why do some institutions reach a plateau while others move forward?

- Senior management and governing board commitment
- Carbon Policy Goals
  - Overall
  - Milestones
  - Quantified
- **Realistic grasp of scale**



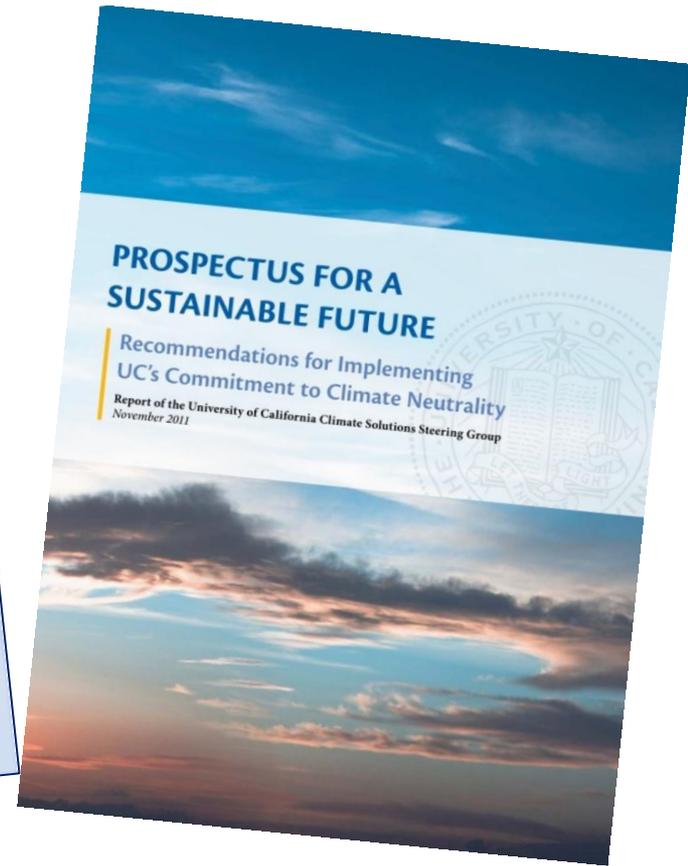


# Why do some institutions reach a plateau while others move forward?

- Senior management and governing board commitment
- Carbon Policy Goals
  - Overall
  - Milestones
  - Quantified
- Realistic grasp of scale
- **Strategic plan + implementation plan**

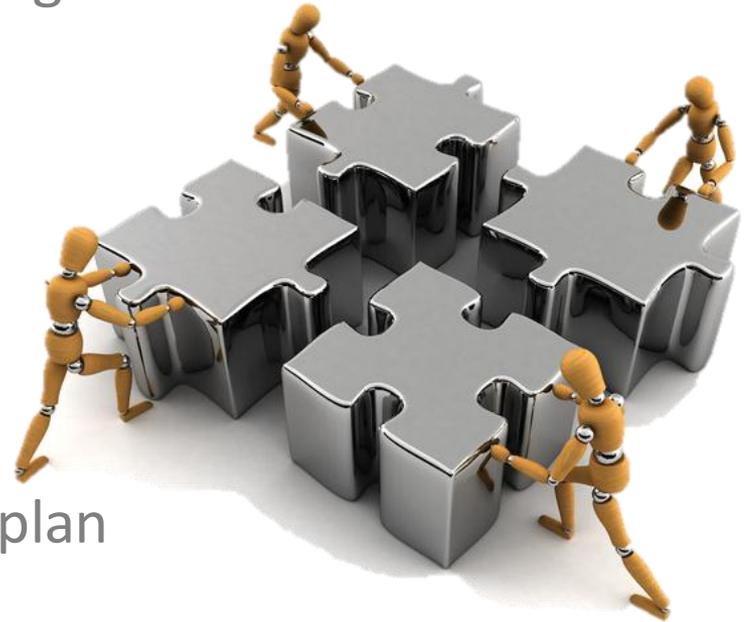


# Strategic Plan + Implementation Plan



# Why do some institutions reach a plateau while others move forward?

- Senior management and governing board commitment
- Carbon Policy Goals
  - Overall
  - Milestones
  - Quantified
- Realistic grasp of scale
- Strategic plan + implementation plan
- **Financial model**
  - Realistic overall scale
  - Dedicated capital source
  - Simple criteria for proposed projects



# Simple Criteria

- Prioritize “deep energy efficiency” projects
- Require debt-coverage ratios for project approval
  - 1.15 for “passive” retrofits
  - 1.4 for complex, new technology retrofits

*The California Institute for Telecommunications and Information Technology was 20% more efficient than California’s energy code when completed in 2004. After a Smart Labs retrofit in 2011, the building realized a 58% reduction in building systems energy use (HVAC and lighting).*



# Why do some institutions reach a plateau while others move forward?

- Senior management and governing board commitment
- Carbon Policy Goals
  - Overall
  - Milestones
  - Quantified
- Realistic grasp of scale
- Strategic plan + implementation plan
- Financial model
  - Realistic overall scale
  - Dedicated capital source
  - Simple criteria for proposed projects
- **Qualified staff**
- **Mainstreaming**



# If you are the proposer, consider:

- Asking for a key financial feasibility metric
- Proposing projects with a track record of consistent, assured savings in comparable climates, organizations, and facilities
- Citing, but not over-emphasizing or overstating, secondary benefits (beyond utility savings)
- Taking a portfolio, rather than project-by-project, approach



Presented April 28, 2014

U.S. Environmental Protection Agency Webinar

*Agents of Change: How Individuals Succeeded in Helping Their Organizations Achieve Climate Goals*

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# ACHIEVING ORGANIZATIONAL ENVIRONMENTAL AND CLIMATE OBJECTIVES:

**Collaboration, Patience, Persistence**

Jay M. Dietrich  
IBM Distinguished Engineer: Energy  
and Climate Stewardship





## Recipe for Successfully Promoting Environmental Initiatives

- **Define the Business Benefits of Environmental and Climate Change Initiatives**
- **Secure Executive Commitment and Support**
- **Have a Detailed Plan**
- **Work with Committed Advocates**
- **Lead by Example**

## Define the Business Benefits

- **Understand the Business You are Working for.**
- **Characterize the Initiative Benefits in a Business Context**
  - **Expense Reduction**
  - **Cycle time or Productivity Benefits**
  - **Revenue Enhancement**
  - **Brand Value**
- **Establish Clear Metrics to Drive Results:**
  - **Work within an Environmental Management System**
  - **Set Clear Goals and Objectives**

## SECURE EXECUTIVE COMMITMENT AND SUPPORT

- **Identify at Least One Executive Sponsor**
  - **CFO or Staff Member**
  - **Environmental or Sustainability Executive**
  
- **Secure Commitment from Each Responsible Business Unit Executive to Execute their parts of the plan.**
  - **Required Resources**
  - **Defined Results**
  
- **Hold Periodic Status Meetings with the Executive Team**

## DEVELOP A DETAILED PLAN

- **You Need a Roadmap to Guide the Project:**
  - **What are the “wedges of opportunity”?**
  - **Who owns the budget responsibility?**
  - **Who owns the project implementation and outcomes?**
  - **Where is Collaboration required?**
  
- **Need Plan Owners in Each Organization.**
  
- **The Plan Must be Flexible and “Living”**

## WORK WITH COMMITTED ADVOCATES

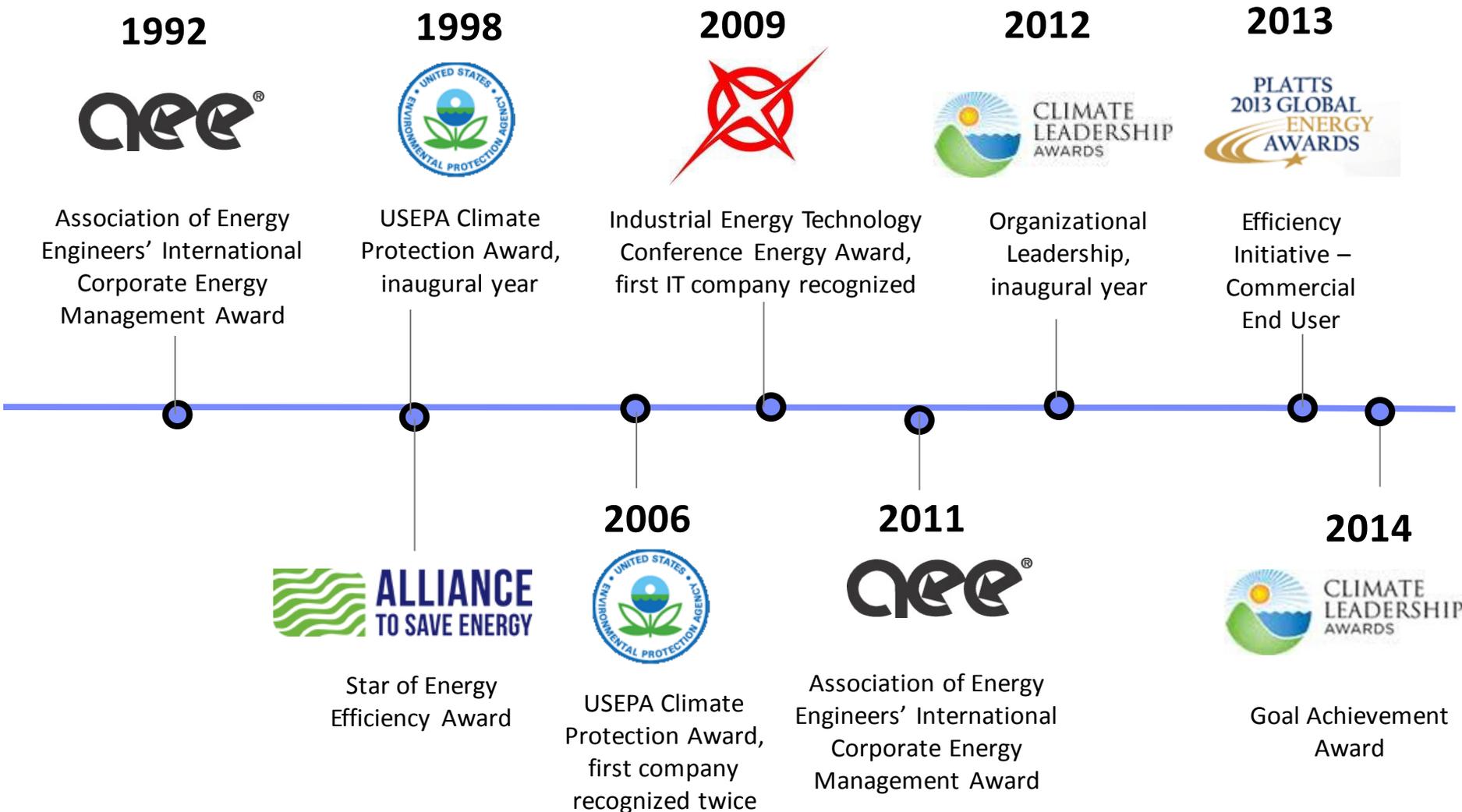
- **Individuals Bring Different Levels of Enthusiasm to Projects**
- **Select Individuals will Approach Environmental Initiatives with Commitment and Purpose.**
  - **Will work for the success of the project.**
  - **Will bring new and interesting ideas to the table.**
  - **Will bring others along on the journey.**
- **Without Advocates, the Project will not Succeed**

## LEAD BY EXAMPLE

- **Run Interference to Overcome Obstacles:**
  - **Promote Business Benefits to Others**
  - **Assist in Overcoming Resistance**
  
- **Contribute to the Solutions**
  - **Understand the Details and Help Identify Options and Solutions**
  - **Pitch in and Do Part of the Work**
  
- **Recognize the Contributors**

# IBM Corporation: Energy Management and Climate Protection Awards

A sampling from 1992 - 2014



# Achieving Climate Goals

Sam Brooks | DC Dept of General Services | Director, Energy & Sustainability Division

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**SUSTAINABLE DC PLAN**

*WHAT IS SUSTAINABLE DC?*

Sustainable DC is a District Government-led plan to make the city the healthiest, greenest, and most livable city in the United States. It is a citywide initiative crafted for and by the city's diverse community with the ultimate goal of making DC more socially equitable, environmentally responsive, and economically prosperous.

### SOLUTIONS

BUILT ENVIRONMENT	
GOALS	TARGETS
Increase urban density to accommodate future population growth within the District's existing urban area.	Increase the District population by a net of 250,000 residents.
Develop active and vibrant neighborhoods to create new economic opportunity and support a high quality of life.	Provide a variety of amenities and services within a 20-minute walk of all residents.
Improve the sustainability performance of existing buildings.	Retrofit 100% of existing commercial and multi-family buildings to achieve net-zero energy standards.
Ensure the highest standards of green building design for new construction.	Meet net-zero energy use standards with all new construction projects.

ENERGY	
GOALS	TARGETS
Improve the efficiency of energy use to reduce overall consumption.	Cut citywide energy use by 50%.
Increase the proportion of energy sourced from clean and renewable supplies.	Increase the use of renewable energy to make up 50% of the District's energy supply.
Modernize energy infrastructure for improved efficiency and reliability.	Reduce annual power outages to between 0 and 2 events of less than 100 minutes per year.

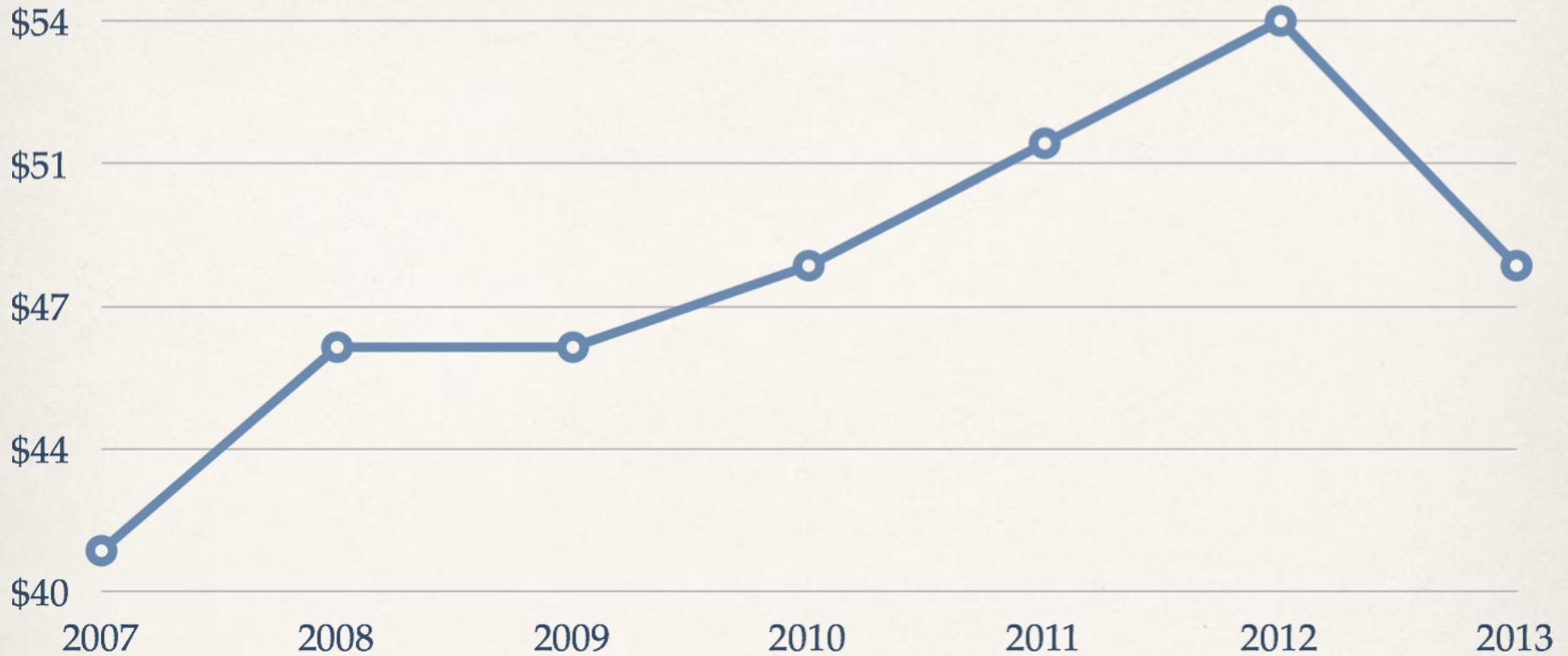
SUSTAINABLE DC

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# Clearly Communicate Vision

Mayor & DC Department of General Services created clear vision of success

○ DGS Electricity Costs (Million/Year)



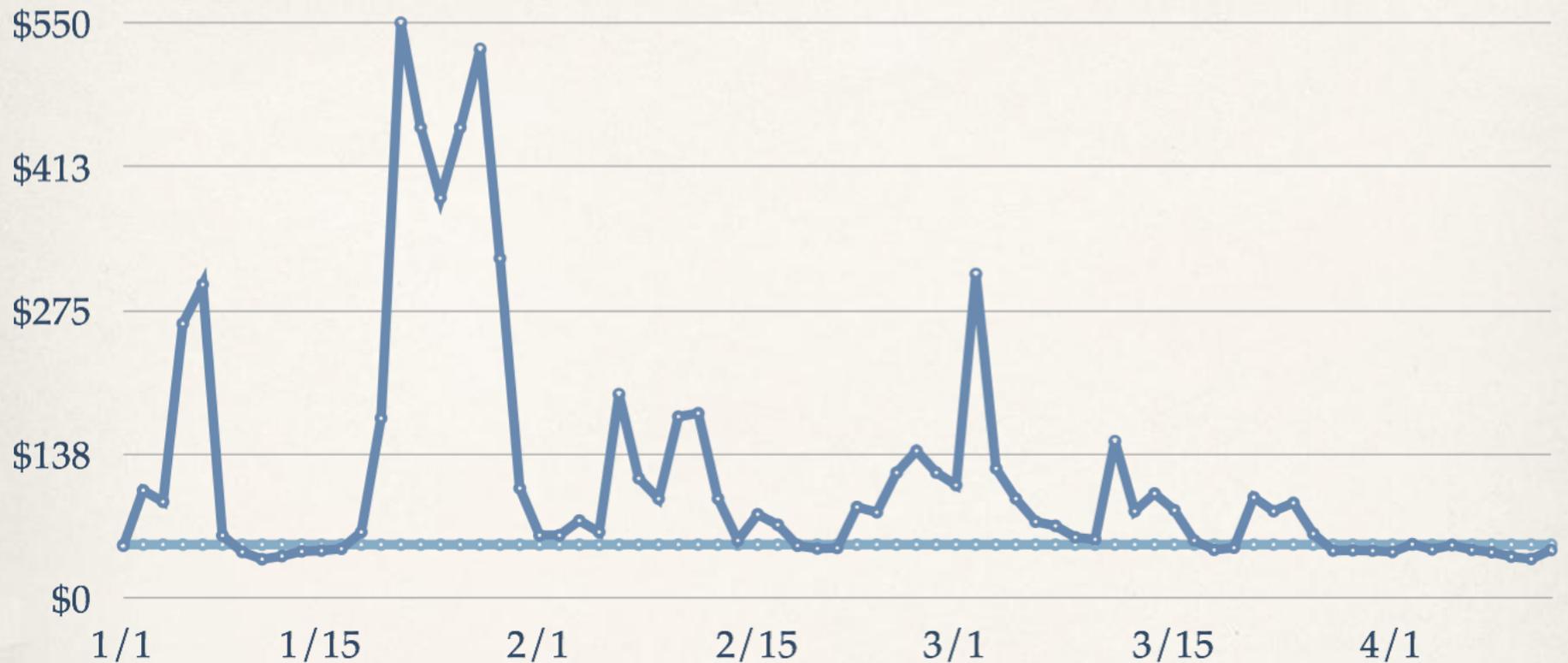
# Reduce Costs

DC DGS' Game Change has reversed decade-long trend in energy costs

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- Wholesale Electricity Prices (\$/MWh)
- Renewable (Wind/Solar) PPA Price (\$/MWh)



# Reduce Risk

DC DGS' Game Change creates invaluable hedge against volatility and price risk

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# Achieving Climate Goals

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- ❖ Hard work
  - ❖ If it were easy, we wouldn't be in this position
- ❖ Collaboration
  - ❖ Diverse groups ensure sustainable effort
- ❖ Urgency
  - ❖ Can't wait for utopia



# Q&A



# Contact Us

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For more information, visit [www.epa.gov/climateleadership](http://www.epa.gov/climateleadership)

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